

M e m o r a n d u m

To: Panel Members

Date: June 22, 2007

From: Dolores Kendrick, Manager

Analyst: E. Wadzinski

Subject: One-Step Agreement for **ALHAMBRA HOSPITAL MEDICAL CENTER, L.P., DBA ALHAMBRA HOSPITAL MEDICAL CENTER (SET)**

CONTRACTOR:

- Training Project Profile: SET-Workers Earning At Least State Avg Hrly Wage
- Legislative Priorities: Moving To A High Performance Workplace
- Type of Industry: Services Medical
- Repeat Contractor: No
- Contractor's Full-Time Employees
 - *Worldwide:* 600
 - *In California:* 600
- ETP Trainees Represented by Union: No
- Name and Local Number of Union Representing ETP Trainees: N/A

CONTRACT:

- Program Costs: \$450,288
- Substantial Contribution: \$0
- Total ETP Funding: \$450,288
- Total In-kind Contribution: \$514,957
 - *Trainee Wages Paid During Training:* \$514,957
 - *Other Contributions:* \$0
- Reimbursement Method: Fixed-Fee
- County(ies) Served: Los Angeles

INTRODUCTION:

Alhambra Hospital Medical Center, L.P., DBA Alhambra Hospital Medical Center (AHMC) is a 144-bed general acute care hospital. This facility is eligible for ETP Funding under Title 22, California Code of Regulations (CCR), Section 4409(a), Special Employment Training (SET) Projects, for frontline workers who earn at least the State average hourly wage. AHMC qualifies for ETP's Priority Industry reimbursement rate as a healthcare employer. The hospital proposes to retrain its workforce in the skills necessary to become a high performance workplace.

MEETING ETP GOALS AND OBJECTIVES:

AHMC proposes training that will further the following ETP goals and objectives:

- 1) Foster retention of high-wage, high-skill jobs.
- 2) Support the Governor's California Nurse Education initiative.
- 3) Support companies moving to a high performance workplace.

TRAINING PLAN TABLE:

Grp/Trainee Type	Types Of Training	No. Retain	No. Class/Lab Videocnf. Hrs.	No. CBT Hrs.	Cost Per Trainee	Hourly Wage After 90 Days
Job Number 1 Retrainee SET Frontline High Wage	MENU: Business Skills Computer Skills Advanced Technology	212	24-200	0	\$2,124	*\$22.51 - \$40.38
Wages After 90-Day Retention						
<u>Occupation</u> Registered Nurse Licensed Vocational Nurse Technician (Lab, Radiology, Pharmacy, G.I. Lab, and Respiratory) Dietician Administrative/Support Staff						
<u>Health Benefits Used To Meet ETP Minimum Wage:</u> * Health benefits of at least \$2.75 per hour may be applied to the trainee's wages to meet the ETP minimum hourly wage of \$22.51 for SET Frontline high wage workers.					<u>Turnover Rate</u> 15%	<u>% Of Mgrs & Supervisors To Be Trained:</u> N/A
<u>Other Employee Benefits:</u> Vacation pay, sick leave, life insurance, dependent care coverage, 401(k).						

COMMENTS / ISSUES:

➤ **Frontline Workers**

All participants in this project meet the Panel definition of frontline workers under Title 22, CCR, Section 4400(ee).

➤ **Production During Training**

The proposed Contractor agrees that during ETP-funded training hours, trainees will not produce products or provide services which will ultimately be sold.

COMMENTS / ISSUES: (continued)

➤ ***Advanced Technology***

AHMC is requesting the higher reimbursement rate of \$26 per hour for the Advanced Technology (AT) courses identified in the curriculum versus the priority reimbursement rate of \$18 per hour. AT courses will consist of both class/lab instruction and clinical training. Clinical skills training will be administered with a 1:1 trainer-to-trainee ratio and will take place in a specialized setting under the close supervision of a trainer known as a preceptor.

According to hospital representatives, this training is highly technical in nature and requires the use of skilled nursing instructors and specialized medical equipment. Nurses and technical staff must have an advanced level of knowledge to be able to operate medical equipment and work with trauma patients in the emergency room, as well as with oncology, cardiovascular, stroke and surgical patients. Most nurses will receive 54 to 94 hours of Advanced Technology training with the exception of 30 new graduate Registered Nurses who will receive up to 184 hours of Advanced Technology training. Registered Nurses and Licensed Vocational Nurses training will also include up to 80 hours of clinical preceptor training in Advanced Nursing Topics. Technicians and Dieticians will receive 16 to 54 hours of Advanced Technology training, and the hours for these occupations will not be clinical.

Hospital representatives state that the AT courses identified in this Agreement are considerably more expensive to deliver than less complicated, generalized subject matter. The hospital estimates that training costs for highly skilled instructors, sophisticated medical equipment, and related training supplies will likely exceed \$40 per trainee hour, surpassing ETP's AT reimbursement rate of \$26 per hour. The hospital will pay the difference in cost. Trainees will receive a certificate after completing the Advanced Technology course work.

RECOMMENDATION:

Staff recommends that the Panel approve this proposal as this training will upgrade the skills of Registered/Vocational Nurses and technical staff, and respond to California's need for trained nurses. Further, this training will help AHMC retain its valued staff and allow it to continue providing vital healthcare services to the community.

NARRATIVE:

Alhambra Hospital Medical Center was originally established in 1924 and moved to its current location in 1974. In 1998, the Hospital was sold to AHMC, Inc., a limited partnership. It is a 144-bed, general acute care hospital that presently employs 600 staff. The hospital is fully accredited by the Joint Commission on Accreditation of Health Care organizations. The hospital operates a 24 hours, 7-days per week emergency room. An Occupational Health Center contained within the emergency room is designed to handle industrial injuries, as well as pre-employment physicals for companies in the local area.

NARRATIVE: (continued)

Specialized units include Intensive/Coronary Care Unit, Definitive Observation Unit (telemetry), Medical/Surgical, Sub Acute Unit and an Acute Rehabilitation Center. The hospital has an active out-patient surgical department to serve patients who do not require an overnight stay. Other services include Radiology, Laboratory, and Cardiopulmonary services, Physical, Occupational and Speech Therapy. The hospital recently opened a Cryosurgical Center designed to treat tumors at various locations in the body by freezing with an ultrasound-guided probe that injects liquid nitrogen.

Over the past two years, and because of new regulatory guidelines for ratio of five patients to every nurse AHMC has had to step up the pace of recruiting nurses from out-of-state. The challenge of meeting these ratios, and the novice level of education and experience of the current nursing staff, has served to produce a gap in skills and experience that is particularly serious for critical care patients. Increased education and training in the classroom, and at the bedside, are needed to fill the gap.

Hospital representatives state that because so many patients (50%) are underinsured or reliant upon Medi-Cal/Medicare reimbursement, the hospital has limited financial resources and its focus has been on acquiring new technology and recruitment. Very little training to bridge the skills gap has been accomplished because of this.

The hospital has developed a comprehensive training plan to upgrade and expand the skills of its nursing and technical staff. ETP funding will allow the hospital to implement new patient care standards designed to reduce waiting times in the emergency room, maintain proper nurse/patient ratios, reduce the risk of healthcare-related infections, ensure better clinical outcomes, and improve nurse retention.

Business Skills training will teach trainees communication techniques for providing better customer service and dealing with difficult people. Trainees will also learn critical thinking and leadership skills. This training will equip staff with the tools to handle multiple healthcare tasks with greater confidence and efficiency.

Computer Skills training will be provided to all trainees. This training will help trainees become more proficient at utilizing multiple computer applications to track, control, document, and report information during their shifts.

Commitment to Training

According to hospital representatives, ETP funding will not displace the employer's own training resources. The hospital currently provides training on general safety issues and government compliance-related topics. Tight budget constraints have precluded the hospital from providing the types and level of training needed to show marked improvement in its quality standards.

ETP funding will allow the hospital to provide comprehensive, technical training to 212 members of its staff. ETP training is expected to help the hospital raise its overall patient care standards and improve employee retention. AHMC is committed to training after this project is complete in order to keep staff skills at the highest level possible.

SUBCONTRACTORS:

Training vendors to be determined.

THIRD PARTY SERVICES:

National Training Systems, Inc., Laguna Niguel, conducted a training needs assessment and assisted in the completion of the application for a flat fee of \$19,939.

ALHAMBRA HOSPITAL MEDICAL CENTER, L.P., DBA
ALHAMBRA HOSPITAL MEDICAL CENTER
Menu Curriculum

Class Lab Hours
24-200

Trainees will receive any of the following:

BUSINESS SKILLS

- Adverse Event Reporting
- Behavior Management
- Case Management
- Communication Skills
- Conflict Resolution
- Critical Thinking
- Culturally Appropriate Care
- Customer Service
- End of Life Training
- Evidence Based Practices
- Leadership Skills
- Laboratory Skills
- Medical Ethics
- Medical Terminology
- National Patient Safety Goals
- Patient-Centered Care
- Patient Rights and Informed Consent
- Performance & Quality Improvement
- Preceptor Skills
- Respiratory Assessment & Care
- Team Building
- Time Management

COMPUTER SKILLS

- Picture Archive Communication System (PACS)

ADVANCED TECHNOLOGY SKILLS (Nurses only)

- Arterial Blood Gas Interpretation
- Acute Rehabilitation Nursing Skills
- Cardiac Monitoring
- Chemotherapy
- Chronic Obstructive Pulmonary Disease
- Code Blue Response Training
- Critical Care Nursing Skills
- Diabetic Care
- Emergency Care Nursing Skills
- Functional Indication Monitoring
- Geriatric Care
- Intensive Care Unit Processes of Care
- Multi-Organism Drug Resistance
- Pain Assessment and Management

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Menu Curriculum (continued)

ADVANCED TECHNOLOGY SKILLS (Nurses only)

- Post-Anesthesia Care (PACU)
- Pump & Equipment Skills
- Pneumonia
- Pulmonary Embolism
- Radiology Skills
- Skin Care
- Surgical Site Infection Prevention
- Triage and Medical Screening Examinations
- Venous Thromboembolism
- Ventilator and Tracheotomy Care

ADVANCED TECHNOLOGY SKILLS (Radiology, Laboratory, Pharmacy, G.I., Dietary, Respiratory staff)

- Arterial Blood Gas Interpretation
- Code Blue Response Training
- Geriatric Care
- Pump & Equipment Skills
- Pneumonia
- Radiology Skills
- Ventilator and Tracheotomy Care